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Position Evaluation Division
Office of Personnel

CONFIDENTIAL

26 APR 1957

Comptroller

Adjustment in T/O - Office of the Comptroller

REF : Memo dated 12 April 1957 from Chief, Management Staff, subject:
Request for Increase in the Comptroller T/O and Ceiling, and
approved by Deputy Director (Support) same date

It is requested that you make the following adjustment in
the table of organization for the Office of the Comptroller:

Delete

Add

Fiscal Division
Payroll Branch

Machine Records Division
Personnel Branch

M 336 GS-0305.01-4 File Clerk

M 511.11 GS-0358.01-5
Tab Machine Operator

E. R. SAUNDERS

RIJ:asr

Distribution:

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1 - Signer's

Approved by PED 2 May 57

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MEMORANDUM FOR: Chief, Management Staff

SUBJECT : Review of Machine Records Division Reports

REFERENCE : Memo dtd 12 April 1957 from Chief, Management Staff, to DD/S re Increase in Compt T/O and Calling for Machine Records Division

1. In approving the recommendation contained in the above referenced memorandum, the DD/S made the following comment:

"I do not believe that there are three hundred different essential reports made each month. Comptroller should look into this and bring about a reduction."

2. I have discussed this matter with Chief of Machine Records Division who claims that all of the "so called" reports are essential. However, I believe that the calling of these listings and tabulations as reports is a misnomer.

3. It will be greatly appreciated if you will have your experts look into this matter and advise me of their opinion.

E. R. SAUNDERS
Comptroller

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57-1296

ME 1283

APR 12 1957

MEMORANDUM FOR: Deputy Director (Support)

SUBJECT: Request for Increase in the Comptroller Table of
Organization and Ceiling. *for RITP*

1. This memorandum contains a recommendation submitted for DD/S approval. Such recommendation is contained in paragraph 10.

2. The Comptroller requests an increase of one (1) position (GS-5 Tabulating Machine Operator) in the Machine Records Division T/O and an increase of one (1) in the personnel ceiling. Funds are available to support the additional position (Tab A).

3. A study made by the Business Machines Service Staff, Management Staff indicates the proposal is sound (Tab B).

4. Subject request is justified as follows:

a. To meet increased machine workload in the Machine Records Division resulting from the implementation of approved programs (Language Development Program and the maintenance of the Personal History data on a current basis).

b. To revise the system for the machine filing and coding of employee qualifications in order to provide capacity for expansion - the present system limits the number of qualifications that may be coded and the qualifications analysis service rendered.

c. To improve the service by providing up-to-date information, and a more rapid wider range service.

5. While the revised coding system will reduce clerical work performed in the Qualifications Analysis Branch of the Office of Personnel by approximately 1/3 of a person no actual personnel savings will be realized. The potential manpower savings will be used to perform non-machine operations in the implementation of the following programs:

a. Supplement to the Personal History Statement

b. Language Development Program

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- c. Biographic Profile
- d. Applicant Files Over Two Years Old
- e. Applicant Locator Files at Vital Storage.

6. With the equipment now available the proposed method of coding and filing is the most efficient and economical. A feasibility study is to be conducted in the Machine Records Division late this year, at that time all reports prepared by machine equipment will be evaluated. In the meantime approved programs have to be implemented.

7. The above says, not, that the work proposed should be done and that to do it, the Machine Records Division will need one additional individual, and hence one additional T/O slot there.

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8. The Office of the Comptroller presently has a ceiling of positions, and as of the 31st of March a total of on-boards of . This difference is 26 ceiling positions. Of these, 13 are committed for new EOP's. This leaves 13 ceiling positions still vacant. The Office of the Comptroller says that they have 25 re-turnees expected over the next "two months" with 5 outgoing, leaving a possibility of 7 more people on board than ceiling positions. The attrition factor would then work on 7 via a vis

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9. The Comptroller asserts (Tab C) in a supplemental memorandum which I asked him for, that "additional workload cannot be absorbed without additional position and personnel ceiling".

10. I recommend that your party-line here be that the Comptroller can and must absorb this one additional position by any process he chooses, such as double slotting, and let attrition take care of his over-balance when he does reach his ceiling of at some indefinite time from now.

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Chief, Management Staff

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The recommendation in paragraph 10 is Approved:

ATTACHMENTS:

- Tab A - Proposal
- Tab B - Bus. Mach. Study
- Tab C - Comments of Comp.

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2 - ID/S

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1 - Mgt/S

APR 12 1957

I do not believe that there are 300 different essential reports made each month. Comp. should look into this and bring about a reduction.

Signed
L. E. WHITE
Deputy Director
(Support)

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LKW

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Mgt/S

(12 Apr 57)

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Office Memorandum • UNITED STATES GOVERNMENT *eg*

DATE: 24 April 1957

TO : The Comptroller

FROM : Chief, Fiscal Division

SUBJECT: Payroll Branch, Fiscal Division, Table of Organization

Prior to the adoption of our present methods of payrolling and maintaining leave records through the further utilization of business machines, the forecasts included a reduction of the Payroll Branch T. O.; in partial realization thereof, it is suggested for your concurrence that action be taken at this time to effect a reduction in that T. O. by the elimination of the one position of File Clerk, GS-0305.01-4, M-386.

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MEMORANDUM FOR: Chief, Management Staff

SUBJECT: Request for Personnel Ceiling for One (1) Tabulating Machine Operator

REFERENCE: Memo to Chief, Management Staff, from Comptroller, dated 21 March 1957.

1. This is to advise that the Office of the Comptroller cannot absorb within its current personnel ceiling an additional position of Tabulating Machine Operator GS-5.

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2. The ceiling for the Machine Records Division is currently ☐ with a present on-duty strength of ☐ with one pending in. The Machine Records Division is now working considerable overtime due to an extra heavy workload.

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3. A ceiling slot cannot be taken from any of the other components of the Office of the Comptroller since after taking into consideration returnees from overseas, those pending in and transfers, their ceilings will be filled with the possibility of some over slotted temporarily, which will be absorbed through attrition.

4. It is the opinion of the undersigned that the additional workload cannot be absorbed without an additional position and personnel ceiling.

E. R. SAUNDERS
Comptroller

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BEST COPY

DATE: "11 APR 57"

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21 MAR 1957

MEMORANDUM FOR: Chief, Management Staff

SUBJECT : Request for an Additional GS-5 Tabulating Machine Operator and an Increase in Personnel Ceiling

REFERENCES : a. Memo dtd 2 Jan. 1957, from Chief, MRD, re Change in Personnel Qualifications Report
b. Staff Study to Comptroller, dtd 11 Mar. 1957, from Chief, TAS, re Personnel Qualifications File and Related MRD Workload Factors

1. The attached references are forwarded in support of request for an additional GS-5 Tabulating Machine Operator to maintain current personnel qualifications card punch file, which the Office of Personnel desires the Machine Records Division of this Office to perform. Ceiling increase for such position is also requested.

2. As indicated in the attached Staff Study (Reference b), this Office may initiate request for a second position after such time as it has been determined that actual workload warrants such a request.

3. It is my desire that your Staff make a complete independent study of the proposal from all angles. This Office will welcome suggestions as to a more efficient and economical method of accomplishing the desired results.



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E. E. SAUNDERS
Comptroller

Attachments

ERS/RIJ/ny

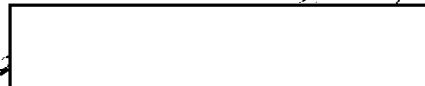
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1 - MRD

*5 April 57
funds are available
to support the additional
position.*



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S E C R E T

11 MAR 1957

MEMORANDUM FOR: Comptroller

FROM : Acting Chief, Technical Accounting Staff,
Office of the Comptroller

SUBJECT : Personnel Qualifications File and Related
MRD Workload Factors

REF : Memorandum to the Comptroller from Chief,
Machine Records Division, dated 2 January 1957,
Same Subject

1. PROBLEM

Is the revision of the Personnel Qualifications File as requested by the Office of Personnel warranted by Agency needs, and if so will the increased workload necessitate the addition of two Tabulating Machine Operator positions (GS-5) to the Table of Organization of MRD?

2. ASSUMPTIONS

- a. That the Agency need for readily available information concerning selected qualifications of its employees in connection with the selection of personnel with desired qualifications as candidates for open positions warrants the periodic processing of the Personnel Qualifications File to keep it up to date, e. g. new or improved language proficiency, increase in educational attainments, new area knowledge, etc.
- b. That the scope of this study insofar as the need for additional positions is concerned should be limited to an evaluation of such need based directly on the additional workload in MRD which will result from the proposed revision of the Personnel Qualifications File.
- c. That GS-5 is the proper classification for the type of work involved for the proposed positions.

3. FACTS BEARING ON THE PROBLEM

- a. Under the present system, all qualifications of which a record is being maintained are reflected in a master file containing 2 punch cards for each staff employee. From this master file selected information is reproduced to establish four (4) subsidiary qualifications files ((1) Pre-CIA Work Experience (Civilian and Military), (2) CIA Work Experience, (3) Foreign Language and Area Knowledge, and (4) Education) containing a separate card for each recorded qualification. The individual punch cards in the subsidiary qualifications files in addition to showing the remaining qualifications of the type covered by the file, show certain status information such as grade, year of birth, sex and marital status, educational extent, and military status.

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- b. The present file is processed periodically to (1) add cards for new employees, (2) take out cards for separated employees, and (3) effect changes in certain status information such as grade and office of assignment.
- c. The present file is now processed in only a limited number of cases to reflect new qualifications or changes in the existing qualifications.
- d. Qualifications registers in the form of IBM listings are printed quarterly for the use of the Qualifications Analysis Branch for each qualifications file with each group of like qualifications listed separately—a particular employee will be listed in each group in which he has a qualification. In addition each listing will reflect related qualifications possessed by the employee and will show certain status information. The Qualifications Analysis Branch uses these registers as a basis for selecting by inspection the names of persons possessing qualifications desired to fill a particular position.
- e. The Office of Personnel has determined that the Personnel Qualifications File should be brought up to date for each individual at least annually with respect to the various factors recorded therein that may be subject to change. In order to accomplish this, the Office of Personnel has devised a Periodic Supplement Personal History Statement, Form 444b, which it plans to distribute to all employees once each year during the anniversary month of their E.O.D. date with the Agency. These completed supplemental statements will be processed on a daily basis throughout the year.
- f. The Office of Personnel also has determined that the utility of the present system is limited in that there is little opportunity for future expansion to list any additional types of qualifications for which it might be desired to maintain a record, such as training courses completed. Also in this respect, the Office of Personnel in conformance with proposed Regulation on the language development program will be required in collaboration with the Director of Training to maintain an inventory of the language competence of all staff personnel. This will necessitate the maintenance of considerably more detail on language proficiency than can be recorded in the present file.
- g. In view of the requirements of the Office of Personnel for (1) periodic processing to maintain qualifications data on a current basis and (2) expansion room for the qualifications data to be recorded, MRD has determined that some revision in the basic concepts of the present system is essential.
- h. Under the proposed revised system certain general status information (20 items) will be reflected in a single basic card and a separate punch card will be prepared for each qualification which is to be recorded. The major classes of qualifications for which separate files will be maintained are as follows: Pre-CIA Work Experience (Civilian and Military),

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CIA Work Experience, Area Knowledge, Language Proficiency, CIA Training, and Education.

4. DISCUSSION

- a. The proposed revised system from a functional viewpoint has two primary advantages over the present system, as follows:
 - (1) It can be processed to reflect changes in qualifications data with greater ease and accuracy.
 - (2) It has an unlimited capacity for expansion of data.
- b. The proposed system will be processed on a daily basis rather than on a quarterly basis to include the qualifications of new employees, and to eliminate cards for resigned employees.
- c. The proposed system does not lend itself to the preparation of composite qualifications registers for the Qualifications Analysis Branch, as is done with the present system, as a basis for selecting by inspection the names of persons possessing the qualifications desired in any particular instance. Rather it will be necessary for MBD to use a combination manual and machine method process for selecting the names of persons possessing the desired qualifications.
- d. The change in concept referred to in paragraph 4c, immediately above, has the effect of transferring the clerical workload involved in the actual selection of potential candidates for a particular position from the Office of Personnel to MBD. The Office of Personnel contends this is as it should be since it permits the use of the time of their experienced qualifications analysts on analytical work rather than on routine scrutiny of qualifications registers to identify the persons having the desired qualifications.
- e. Since as stated in paragraph 3g MBD considers some revision of the system for maintaining the Personnel Qualifications File essential to meet the two-fold objective of the Office of Personnel and since both objectives ((1) up-to-date information on personnel qualifications and (2) an expandable system to provide for such new requirements as the one now in the course of development with respect to the language development program) appear to be meritorious, it is believed the concept of the proposed revised system should be adopted.
- f. The requirements for use of the Personnel Qualifications File are such that there appears to be little question but that the punched card method of maintaining the file is essential.

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- g. MRD has made preliminary estimates of the time requirements for servicing the revised Personnel Qualifications File based on certain general assumptions concerning the procedures which would be followed and the volume of requests upon the file by the Office of Personnel. (The development of specific detailed procedures for the operation of the revised system have been deferred until a determination is made as to whether the necessary additional man power can be obtained.) It appears on the basis of these MRD estimates that the man hours exclusive of key punch time will increase approximately 1900 hours per annum (from 950 to 2,824). It is believed by MRD in this connection that the additional key punch man hours (approximately 475) can be absorbed. Virtually all of this increase in MRD time requirements is attributable to providing information from the file in response to requests from Qualifications Analysis Branch (see paragraph 4d above). The estimated increase of 1900 man hours is but slightly more than one man year (using 1800 hours as being equivalent to one man year). However, the overall time requirement of 2,824 hours, not counting key punch time, is equivalent to nearly 1.6 man years. Since it will be necessary to process the file on a daily basis, rather than during off-peak periods as is done under the present system, it apparently will be necessary to make this work the primary responsibility of two people. It is on this basis that MRD has requested two additional positions.
- h. In view of the fact that the time estimates made by MRD are preliminary in nature and have been made largely on a judgement basis in light of past experience and certain general assumptions concerning the procedures for maintenance and operation of the revised system, it has not been practicable for TAS to make an independent estimate. It appears on the basis of the review made, however, that the estimates by MRD have been made on a reasonable basis.
- i. The Office of Personnel has on hand better than 1,900 personal history supplements which have been completed and are ready to code. In view of this and of the pending requirements upon the Office of Personnel in connection with the language development program, it is most urgent from the Office of Personnel viewpoint that plans be made promptly for the implementation of the proposed revision of the Personnel Qualifications file.
5. CONCLUSIONS
- a. The proposed revision in the Personnel Qualifications File as requested by the Office of Personnel appears to be warranted by Agency needs.
- b. The MRD estimate of an increase of 1900 man hours for the maintenance and servicing of the proposed system appears to be as reasonable as can be made prior to the development of actual procedures for processing

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the file and filling requests.

- c. A firm conclusion as to time requirements on a continuing basis can not reasonably be made until the revised system is installed and in operation long enough to make a reasonable estimate of the volume and type of requests that will be made.
- 6. ACTION RECOMMENDED
 - a. The revision of the Personnel Qualifications File as requested by the Office of Personnel should be implemented in the immediate future.
 - b. One GS-5 - Tabulating Machine Operator position should be slotted for this project now with the understanding that MRD should initiate a request for a second position if after a reasonable period of time after the revised project is established, the actual time requirements warrant such a request.



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2 January 1957

The Comptroller

Chief, Machine Records Division

Change in Personnel Qualifications Reports

1. The Qualification Analysis Branch of the Office of Personnel has requested this Division to revise the Employee Qualification Punch Card Files and to produce reports based on daily requests.

2. At present, the Employee Qualification Punch Card Files consist of approximately 100,000 Master and Qualification cards. These files are maintained by the addition of new information and the deletion of cards for resigned personnel. Each quarter, a Qualification Register is listed and forwarded to the Qualifications Analysis Branch where it is used to answer daily requests.

3. This Division has been requested to develop a qualification card for each employee for each: pre-CIA experience, CIA work experience, area knowledge, language knowledge, and type of training completed. This file would contain approximately cards. 25X9A2

4. Daily requests (approximately 40 per month) would be forwarded to this Division, the appropriate Qualification Cards would be pulled manually or mechanically, a report listed for Qualifications Analysis Branch, and the Card File restored.

5. It is believed that the proposed method of answering requests regarding personnel qualifications is a good system that would produce more accurate and timely answers. This proposed method would, however, require two additional Tabulating Machine Operators in this Division.

6. It is therefore requested that two additional Tabulating Machine Operator Positions (GS-5) be added to the Table of Organization of this Division.

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